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DD/S REGISTRY
FILE Training

DTR-6869

Director of Training

29 October 1971

STAT

DD/S

STAT

15 NOV 1971

1 to 3:

I apologize for delaying this paper but asked Hugh Cunningham to expand the original version to include some additional data. You might be interested in the following information concerning average ages of all instructor personnel currently on duty in OTR.

Mr. Colby

ST Designees	48.08
DD/P Rotational	48.40
DD/S Rotational (3)	48.33
DD/I Rotational (includes 1 DD/S&T)	48.43
All Rotationals	48.41

STAT

John W. Coffey
15 NOV 1971

DD/S:JWC:llc (15 November 1971)
Distribution:
O - Mr. Colby w/O DD/S 71-4150 - BY HAND
1 - DD/S Chrono
1 - DD/S Subject w/cy DD/S 71-4150

Routing Sheet covers DD/S 71-4150: Memo for Acting ExDir-Compt thru DD/S subj: Reactions to OTR's Briefing Notebook frm Director of Training dated 29 October 1971

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DTR-6869
DD/S 71-4150

29 October 1971

MEMORANDUM FOR: Acting Executive Director-Comptroller

THROUGH : Deputy Director for Support

SUBJECT : Reactions to OTR's Briefing Notebook

REFERENCE : Memo to DTR frm A/Ex. Dir. -Compt., dtd 18 Oct 71, subj: The Office of Training

1. Thank you for your interest and comments. Here is a brief discussion of three of your points; I shall discuss in a separate paper the vastly more complex problem of competence in foreign languages.

2. Two things must be done if we are to lower the average age of our instructors and the gap between our instructors and the student body. We have been trying to do both of them. First and most important, the Office of Training has ceased a long-time practice of accepting 50-year or older officers into the ST Career Service. Our last three transferees were in their late twenties or early thirties and two of them were ex-CTs. Three other educationally qualified younger OTR careerists are being prepared or have been moved into teaching assignments; included in this trio are two women. The other requirement, if we are to lower our average grade, is something that we have tried very hard to do with the Clandestine Service and the other Directorates, and that is to insist that rotational personnel assigned to OTR as instructors be among the most promising younger officers in their thirties or very early forties. We in OTR have repeatedly observed the value of a teaching assignment as a step in the development of an Agency officer in other Directorates. If there is any doubt as to the tremendous importance given such assignment by those who have had the experience, one needs only to speak to officers who have served in OTR and then returned to their home bases. The wisdom of having every CS officer serve one tour in his career as a training officer was recognized by Des FitzGerald when he wrote on

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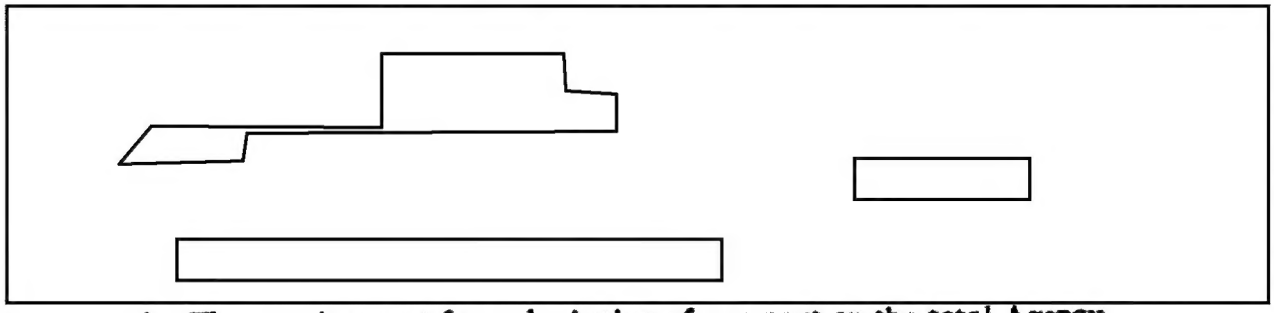
1 March 1966 the following to all Staff and Division Chiefs: "While I do not wish at this time to make a teaching detail in OTR a requirement for promotion, I do wish to emphasize that such a tour shall be considered, like the mastery of a foreign language or a successful tour of duty abroad, or at home as one of the important criteria to be considered in the overall evaluation of the officer for promotion." Other than the pursuit of these two policies, as attrition and other changes take place in our Table of Organization, I know no other way in which we can bring the average age down to a more acceptable level.

25X1
25X1



25X1

25X1

4. The requirement for submission of a report on the total Agency training effort stems from the Inspector General's Survey of the Office of Training in 1967. In the report of the Survey dated November 1967, the IG commented on our being hampered in our conducting training programs by the lack of requirements from the customer component. Specifically, he was concerned that objectives to be obtained through such programs were not being identified; and he felt that the responsibility for this should be with the Deputy Directors. He also noted that there was no Agency committee looking into the full Agency training effort and the need for such as part of our compliance with Public Law and Executive Order. He specified that the Training Selection Board, expanded accordingly, be redesignated as the Agency Training Committee with full responsibility for this review. We did not concur in this recommendation and counterproposed ad hoc working committees, headed by senior officers in OTR and with membership coming from the component concerned, to be the media for further review. Colonel White accepted our proposal with the reminder that the report would cover all Agency training.

25X1

HUGH T. CUNNINGHAM
Director of Training

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1 March 1966 the following to all Staff and Division Chiefs: "While I do not wish at this time to make a teaching detail in OTR a requirement for promotion, I do wish to emphasize that such a tour shall be considered, like the mastery of a foreign language or a successful tour of duty abroad, or at home as one of the important criteria to be considered in the overall evaluation of the officer for promotion." Other than the pursuit of these two policies, as attrition and other changes take place in our Table of Organization, I know no other way in which we can bring the average age down to a more acceptable level.

25X1

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HUGH T. CUNNINGHAM
Director of Training

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STAT

Mr. [redacted]

Here is OTR's rewrite of

page 2 of the memo.

Ellen
3 Nov 71

STAT

[redacted]

The OTR memo now includes a para on Component Training. I believe it answers your question about this matter.

[redacted]

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: Director of Training

EXTENSION [ ] NO.

DATE 29 October 1971

STAT

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. DD/S [ ]				In response to the DDS's query the following information is provided for him only. We have calculated the average ages of all instructor personnel with the following result:
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

STAT

ST Designees	48.08
DDP Rotational	48.40
DDS Rotational (3)	48.33
DDI Rotational (includes 1 DDS&T)	48.43
All Rotationals	48.41

A. R.

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17 September 1971

NOTE FOR: Mr. Coffey

Attached is the additional information about guest speakers. As Rod told me, OTR cannot support the contention that some speaker requests are filled "without official approval" and/or by "officers not fully qualified to handle the requirement."

My opinion is that [redacted] should be followed and that OTR must administratively control all guest speaking engagements. Hopefully, Hugh Cunningham will not have any trouble with this as long as he is not required to judge a prospective speaker's credentials for a proposed lecture--this, logically, must be the responsibility of the Agency component most concerned with the substance of the presentation. STAT

I will be surprised if Hugh can convince Colonel White that OTR should not be responsible for central control of guest speakers. Some office must be, given the numerous and ever increasing requests for speakers; and, OTR is the logical one.

I recommend the following:

a. You confer with Hugh upon his return from Latin America to determine if he has changed his mind or partially reversed his position. If he has (and Rod thinks this may be the case), then something could be proposed to Colonel White that would reduce the likelihood of disapproval.

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b. Since Colonel White suggested a meeting in his note, Hugh should get his day in court. But, hopefully, he would have modified his position and himself propose following [redacted] procedures. STAT

c. Consider use of the draft memos as originally proposed, after deleting the objectional sentence in the longer one.

d. Instruct OTR to really get this under control and to provide a periodic report until we are all sure it is working properly.

STAT

LDP

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DTR-6771

71-3645

FILE Training

17 September 1971

MEMORANDUM FOR: Executive Officer-DD/S

Duane :

I think this problem needs to be sorted out a little more clearly. Let me try. First of all let me address myself to the matter quoted in the DD/S memo of 5 August 1971, DD/S 71-3092, in which there is a reference to the "not qualified." This term has unfortunately gotten out of context for in the draft which OTR prepared we said "in a few instances by officers not fully qualified to handle the requirement" and this reference arose principally out of the [redacted] incident in which Colonel White himself did not feel that [redacted] was the man to make the presentation at the FEI and made a substitution sending Paul Walsh down to make the presentation to FEI. The few instances in which unqualified presentations might have been made refers to that I mentioned on the telephone to you today and also to the incident at the National War College recently which was brought to Colonel White's attention by one of our students at that college. 25X1 25X1

If I may say so the thing needed is a simple one--and that is a strict adherence by all Directorates to the regulation as it now stands and then an accurate centralization of information on guest speaker presentations in the office of the Director of Training. I don't believe that Mr. Cunningham will object to the centralization of the information in OTR of who speaks where. I think that if the problem can be put on that track we can go about our business.

Attached hereto, I am sending you about all the information we are able to gather at this time. Please let me know if I can be of any further assistance.

[redacted] 25X1

Acting Director of Training

Att

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Approved For Release 2003/04/29 : CIA-RDP84-00780R004300100010-5
9 SEP 1971

Summary of the Agency's Efforts
in Providing Guest Speakers for Courses and Programs
Conducted by Other Government Organizations
and Non-Government Groups During FY 71

1. 689 presentations made by Agency guest speakers to outside organizations have been identified.

2. 202 presentations were made in courses and programs conducted by the Defense Intelligence School. This is the Agency's largest guest speaker support effort to an outside organization.

3. 222 of the 689 presentations were made by personnel assigned to OTR.

4. 190 different individuals making guest speaker presentations to outside organizations have been identified. 100 from DDI (42 from NPIC*), 32 from DDP, 27 from DDS (21 from OTR), 17 from O/DCI and DCI area, 14 from DDS&T.

*For NPIC, only presentations made to students in a regularly conducted course or program were counted.

5. None of the data includes the assigned CIA representatives or their presentations at the National War College, National Interdepartmental Seminar, Naval War College, Defense Intelligence School, and th[redacted] Also not included are presentations by Agency students attending the various courses and programs.

25X1

6. Attached is a list of organizations and groups covered in the OTR Guest Speaker Study.

7. Getting information on external guest speaker activity has required considerable time to find and explore a wide variety of different sources; since the major Agency components have kept few or no records. The following sources have been used:

a. Where we had a full-time Agency representative at the facility, they completed the list of speakers;

GROUP 1
Excluded from automatic downgrading and declassification
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b. in the case of the National War College and Industrial College of the Armed Forces, the college administrative offices compiled the list;

c. external course schedules for the period of FY 71 were reviewed for references to Agency speakers;

d. Agency students attending external courses and programs during FY 71 were interviewed to obtain names and dates of Agency speakers at their respective facility;

e. a list of OTR external guest speaker presentations was compiled;

f. the DDI Coordinator for Academic Relations provided information on non-Government academic facilities;

g. Agency personnel known or believed to have given external presentations were contacted. This in turn produced the names of others who had given presentations at the same facility;

h. since April '71, DDI personnel have on occasions informed OTR that they had been requested or scheduled to speak at an external training facility. This also provided information on past activity.

8. The totals for guest speaker presentations and individuals for FY 71 are about as complete as we can hope to obtain. The figures are those which can be verified, and therefore should be regarded as minimum.

Att

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Attachment

Organizations and Groups Included in the
OTR Guest Speaker Study

Air War College

Agency for International Development

Armed Forces Staff College

Army War College

Brookings Institution

Defense Intelligence School

Department of State (for the Intelligence and Foreign Policy Course)

Federal Executive Institute

Defense Senior Interpretation and Application Training Program

DDI Coordinator for Academic Relations

Foreign Service Institute

Industrial College of the Armed Forces

International Police Academy

National Interdepartmental Seminar

National Security Agency

National War College

Naval War College

Non-Government Academic Groups briefed by OTR personnel

Private Groups briefed by OTR personnel

U.S. Army Intelligence School

USA JFK CMA - Fort Bragg, N. C.

USAF Special Operations School, Eglin AFB, Florida

USAF Academy

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9-8-71

STAT

Mr. [redacted]

STAT

[redacted] advises me that OTR has some additional data about the "600 requests," primarily concerning those received and filled by OTR personnel. He says that specific data about requests to components other than OTR are not available.

He also says the DTR is prepared to discuss the subject with you and Col. White at your convenience. Sometime Friday morning, 10 Sept. was suggested as a possible date -

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DD/S REGISTRY
FILE Training

DD/S 71-3092

5 AUG 1971

MEMORANDUM FOR: Director of Training

Hugh:

As you already know Colonel White suggested that we postpone the chat session on the proposed letters to departments and agencies which have requested Agency officers as speakers until he returns from leave. This will take us into early September. Meanwhile, could you develop some additional specifics on the 600 requests and particularly on the many instances in which they were met "without official approval" and/or by officers "not qualified." Colonel White is obviously surprised at the total number and bothered by the indications that the regulation is being ignored in many instances that is, that DTR is not the automatic reference point as set up in the regulation. We can set up to talk to Colonel White after he gets back but I did suggest your reservations at going to the outside agencies to correct a situation which stems from failure internally to comply with

25X1 [redacted]

25X1 [redacted]

John W. Coffey
Deputy Director
for Support

DD/S:JWC:llc (3 August 1971)
Distribution:
O - Addressee
1 - DD/S Chrono
1 - DD/S Subject w/background

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JWC

. . DESPITE OUR DESIRE TO KEEP YOU FREE THIS WEEK —— SINCE HUGH IS INVOLVED AND YOU HAVE HAD SOME CONCERN IN THESE AREAS ANYWAY, I SUGGEST YOU TRY TO GET TO COL WHITE BEFORE HIS LEAVE.

B —

Can we document/demonstrate the last part of final sentence here?

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

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OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	DDS		
2			
3			
4			
5			
6			

	ACTION		DIRECT REPLY		PREPARE REPLY
	APPROVAL		DISPATCH		RECOMMENDATION
	COMMENT		FILE		RETURN
	CONCURRENCE		INFORMATION		SIGNATURE

Remarks: Jack: Preparation of these papers grew out of a conversation I had with Al some weeks ago. I understand that Hugh is very much opposed to sending them out. I certainly would want to

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE

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hear him out before
making a decision one
way or the other. It
does seem to me, however,
if we are filling 600
requests per year we
ought to tidy up a bit.
It is true that it only
knows of two cases which
were not properly handled.
I'm not willing to bet,
however, that there
weren't more. In any case
what we're trying to do is
to make sure the Agency
puts its best foot forward
and that we know who
is talking to whom about
what.

May you, Hugh
and Il please discuss
sometime soon.

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Executive Registry

71-1016/3

DRAFT

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy to the DCI for National Intelligence
Programs Evaluation
Director of National Estimates
General Counsel
Inspector General
Legislative Counsel

SUBJECT : Response to Requests for Agency Officials as Guest Speakers

REFERENCE : Memo frm Ex Dir to above adses, dtd 19 Mar 71, same subject

1. I am sending the attached letter to the head of each of the U. S. Government facilities to which we regularly provide Agency officers to address groups attending various types of training programs. You will note that I am asking each of them to address his requests to the Director of Training. This is a further step to implement the provisions of [redacted] and to establish a central reference point for recording requests and maintaining information on the Agency's guest speaker activity. The need for a central point of record has become more apparent in view of the fact that approximately 600 requests were fulfilled during the past fiscal year and that, in many instances, they were fulfilled without official approval--in a few instances, by officers not fully qualified to handle the requirement.

25X1

2. In establishing the Office of Training as the central point for requests, I am not limiting Agency officers from accepting invitations nor limiting your responsibility for arranging speakers in response to requests. When a request is received by the Director of Training and it identifies a particular officer to fill the engagement, the Director of Training will send it to the Deputy Director in whose component the

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officer is assigned. If no one is identified, then the Director of Training will send the request to the Deputy in whose component there is the capability to represent the Agency. It will be the respective Deputy's responsibility to handle the request, that is, to approve the speaker if already identified, or to select one, and then complete the necessary administrative details. As I mentioned in the referent, you should not hesitate to decline an invitation if you have good reason.

3. The speaker you assign will notify the OTR Guest Speaker Coordinator of his acceptance and, upon return from the engagement, if there were any untoward incidents or unusual reactions, he will inform the Coordinator.

L. K. White
Executive Director

Atts
a. letter
b. list of training facilities

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CENTRAL INTELLIGENCE AGENCY
WASHINGTON, D. C. 20505
OFFICE OF THE DIRECTOR

Dear

Recent experience indicates that the number of invitations for officials of this Agency to address groups at institutions such as yours is on the increase. We wish to respond to these requests when we can, but to avoid possible conflicts in scheduling our officers I ask that you address your requests for speakers to the Director of Training, Central Intelligence Agency.

This modification to our procedure is not intended to restrict you in any way in asking for an officer whom you know from a previous engagement or whose professional qualifications are thought to fit your requirements. In all requests, however, I ask that you provide sufficient information on the course or program in which our representative will participate so that we can respond appropriately.

Thank you for your cooperation. I am confident it will assist us in meeting your requirements.

Sincerely,

L. K. White
Executive Director

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Attachment

Training Facilities

Air War College

Agency for International Development

Armed Forces Staff College

Army War College

Defense Intelligence School

Department of State (for the Intelligence and Foreign Policy Course)

Federal Executive Institute

Defense Senior Interpretation and Application Training Program

Foreign Service Institute

Industrial College of the Armed Forces

International Police Academy

National Interdepartmental Seminar

National Security Agency

National War College

Naval War College

U.S. Army Intelligence School

USA JFK CMA - Fort Bragg, N. C.

USAF Special Operations School, Eglin AFB, Florida

USAF Academy

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Director of Communications

STAT [redacted]

Training

The attached applies to all components of the Support Directorate.

/ Robert S. Wattles

Robert S. Wattles
23 MAR 1971

STAT

ADD/S

[redacted]

EO-DD/S:WEB:es (23 Mar 71)
Distribution:
Orig - Adse w/cy of att (DD/S 71-0991)
~~1~~ - DD/S subject w/cy of att
1 - DD/S chrono
1 - Ea other DD/S Office Head w/same att

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